

MBHR 4001

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Fourth Semester

Human Resource Management

ORGANIZATIONAL DEVELOPMENT AND CHANGE

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Who is change agent?
2. Explain OD characteristics.
3. What are the steps on planned change?
4. What are the basic reasons for resistance to change?
5. Write short note on Organizational Development.
6. Write a short note on sensitivity training.
7. What are OD Interventions?
8. Define management of change.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain Lewins three step model.
10. What are the different states of change and how can change be implemented?
11. What is a diagnostic cube and how does it help in the process of a diagnosis?
12. What techniques are available to manage resistance during change?
13. How does a consultant work in an organization?
14. What are the reasons behind the success and failure of OD programmes?
15. Suggest some strategies for the introduction of change in an organization.
16. On what basis does management decide which OD intervention technique is best suited for their organization?

PART C — (20 marks)

Answer the following.

17. Imagine you are an OD specialist. You have been given the task of transforming an organization that is now going through major re-structuring of its business process. Technology, and employee's skill and competence. Suggest your line of action.

Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organize a union and demand that annual increments should be granted automatically.

The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions :

- (a) If you were the Human Resource Manager, how would you defuse the problem?
- (b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued?
- (c) On what lines would you recommend modifications in the performance appraisal system of the company?

MBHR 4002/MBLH 4002

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Fourth Semester

Human Resource Management

HUMAN RESOURCE ACCOUNTING

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Bring out the importance of human resource accounting.
2. What is historical score card? What purpose does it serve?
3. Write a note on measurement of human value addition into money value.
4. What is productivity? Explain its significance.
5. How will you determine the training needs of an organization?

6. Distinguish between recruiting cost and training cost.
7. Explain the classification of costs in HR accounting.
8. What is HR audit? What are its objectives?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Elaborate the modern market investment theory.
10. Describe the different steps involved in human resource planning.
11. Write explanatory note on (a) human capital and (b) effective HR planning.
12. How does the organizational climate improve and deteriorate under various models of organizational behaviour?
13. Explain the various steps involved in responsibility accounting.
14. Discuss about management control structure and process.

15. Examine the role of HRA software in HR auditing and accounting.
16. Explain the progress made by India in the field of HRA.

PART C — (20 marks)

Compulsory

17. Case Study :

Unique Funds Ltd. is a reputed finance company having 10 branches in different parts of the country. Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are: responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of meritorious staff.

called for a meeting with Mr. Madhusudhan Rao - Vice President of Human Resources to address the issue. In Madhusudhan Rao's opinion, an effective performance oriented pay system is to be put in place to tackle the mounting problems the company is facing. Greenstar currently pays fixed income to employees at different levels.

- (a) What are your thoughts on performance oriented pay system at Greenstar?
- (b) Prescribe a model to be put in place at Greenstar that can enhance the performance levels of employees.
- (c) What different alternatives can Greenstar use to renew the employee reward system? How can employees be made a contributory part of the organization's growth?
- (d) Do you think all the pay-for-performance schemes yield results? Analyse the problems that Greenstar may have to face further on introduction of a pay-for-performance system.

MBHR 4003/MBLH 4003

M.B.A. DEGREE EXAMINATION, DECEMBER 2016/
JANUARY 2017.

Fourth Semester

COMPENSATION MANAGEMENT

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define compensation. Discuss the compensation responsibilities.
2. What do you understand by salary matrix? Give a brief note.
3. Present the classification of compensation and types.
4. Explain how executive compensation is fixed.
5. Examine the benefits of ESOPs to the employees and employers.

6. Give a brief note about legal constraints on pay systems.
7. How can employee benefits balance work-life?
8. Discuss the means of designing benefit packages.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Demonstrate various compensation approaches.
10. How is wage curve useful in compensation management? Elaborate.
11. What is the strategic importance of compensation planning?
12. Discuss the theories of wages and their suitability in the context of modern business organizations.
13. Explain the following with examples :
 - (a) Gain sharing incentive plan
 - (b) Enterprise incentive plan.

14. Elucidate with examples the methods of rewarding sales personnel.
15. State the modes of compensation packages and plans on offer to incentivise executives.
16. Illustrate the procedure of administering employee benefits.

SECTION C — (1 × 20 = 20 marks)

Case Study — Compulsory.

17. The Greenstar Mobiles Limited manufactures high end smartphones that are particularly well received in the Indian market. To create unique appeal among customers' minds, the company maintains specially trained executives at the retail outlets where it sells its range of phones. The company has made great strides and captured nearly 15% of market share in just a span of 1 year. However, there are serious complaints from the customers recently about the quality defects of Greenstar Mobiles. Workers at the production units, where the mobiles are being manufactured, had no regard for the defects creeping into the range of products. The sales teams at the retail outlets had no clues about the declining sales. The senior management at Greenstar decided to streamline the system. They

a lot of paper and made reporting difficult. "We had a lot of issues with report writing and weren't able to pull good, clean reports," explained Terri Sizelove, Director of Human Resources. "We were growing so much, we couldn't manage it all ourselves and needed an automated system with robust reporting."

Describe the situation and possible solutions for the case.

MBHR 4004/MBLH 4004

M.B.A. DEGREE EXAMINATION,
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Fourth Semester

Human Resource Information System

HUMAN RESOURCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Explain about the HRIS.
2. Discuss the different types of data management techniques.
3. Describe the various modules of Training and Development.
4. Discuss the different types of organizational structure.
5. What is life cycle approach for planning and implementing a technology transfer project?

6. Evaluate the differences between stand alone and Enterprise Resource Planning (ERP) system.
7. Illustrate the embedded need of security in development of HRIS.
8. Write a note on the need of customized HRIS.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Write a note on evolution of human resource technology.
10. Describe the components of effective Database Management System (DBMS).
11. Explain the role of HRIS in organizational planning and control.
12. Write a note on the use of data for HR purpose.
13. Describe the role of HRIS managers in organization.
14. Discuss the differences between conventional and contemporary HR practices.
15. Draw a flow chart for recruitment process.
16. Describe a possible future of HRIS in own view.

PART C — (20 marks)

Compulsory.

17. Case study :

Carter Express was founded in 1983 and has been delivering world-class customer service ever since. Their objective is to supply transportation services to customers in an efficient, economical and timely manner—and to accomplish this while being a great place to work. One of the big reasons for their success is their dedication to over 1,100 employees including 800 non-union personnel. Carter's dedicated team of professionals includes drivers, dock workers, client service staff and management all working to ensure the safe delivery of their customers' products. Carter's efforts were challenged by the variety of disparate systems they had in place for handling HR processes. The HR department is charged with multiple tasks including : processing payroll, paying taxes in multiple jurisdictions, producing W2s and vendor checks as well as ensuring proper HR certifications. All these systems not only created a huge bottleneck requiring redundant data entry but also generated

MBHR 4005/LH 4005

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017

Fourth Semester

Human Resource Management

GLOBAL HR PRACTICES

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What are the HR challenges of conducting business on a global scale?
2. What are the advantages and disadvantages of using expatriates for staffing foreign subsidiaries?
3. What are the different levels of information systems in an organization? What is the purpose of each?
4. What is a cafeteria-Style benefit plan? It is a useful motivation technique?
5. Why is it important for a manager to appraise a subordinate's performance in a global firm with diversified work culture?

6. What is organizational justice? How can firms ensure organizational justice in performance appraisals?
7. What type of special training is recommended for employees as they prepare for international assignments?
8. What is morality? How does an employee's morality relate to making ethical decisions in the workplace?

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Today over two-thirds of the U.S. work force is employed in producing and delivering services, not products. In a brief essay, explain the reasons for this trend.
10. Explain the meaning of ethnocentrism, polycentrism and geocentrism and how those values might affect a multinational company's staffing policy.
11. How has increasing globalization affected business? What effect does globalization have on HRM?
12. What problems can occur if a change does not produce immediate result? Support your answer with an example.

13. What ethical issues relate to human resource management? Provide an example to illustrate your answer.
14. Discuss the universal quality standards for the quality performance in KBOs.
15. What are the characteristics of group norms? How they differ in a firm with diversified work culture?
16. How is an organizations culture formed? How does it evolve and change over time?

SECTION C — (1 × 20 = 20 marks)

Compulsory.

17. Scientists define creativity as the process by which individuals or teams produce novel and useful ideas. Can an organization train people to be creative? How? What can management do to promote a culture of creativity?